GENERAL MEETING OF SHAREHOLDERS 36 CORPORATION	SOCIALIST REPUBLIC OF VIETNAM Independence - Freedom - Happiness
No.: 01/2026/NQ-DHDCD36	*Hanoi, May 21, 2026*

RESOLUTION
OF THE 2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS

Pursuant to the Law on Enterprises No. 59/2020/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on June 17, 2020;

Pursuant to the Law on Securities No. 54/2019/QH17 passed by the National Assembly of the Socialist Republic of Vietnam on November 26, 2019, and documents guiding the implementation of the Law on Securities;

Pursuant to the Articles of Incorporation of 36 Corporation;

Pursuant to the Regulations on the 2026 Annual General Meeting of Shareholders of 36 Corporation as approved by the General Meeting of Shareholders on May 21, 2026;

Pursuant to the Minutes No. 01/2026/BB-DHDCD36 dated May 21, 2026, approved by the 2026 Annual General Meeting of Shareholders of 36 Corporation.

DOES HEREBY RESOLVE

Article 1. To approve the Report of the Board of Directors for 2025 and Strategic Directions for 2026

(Details as per Report No. 04/HDQT-TCT36 dated April 4, 2026 of the Board of Directors)

Article 2. To approve the Report on Business Performance for 2025 and Business Plan for 2026

(Details as per Report No. 214B/BC-TCT dated April 4, 2026 of 36 Corporation)

Article 3. To approve the Report on Audit Committee's Performance for 2025 and Plan for 2026

(Details as per Report No. 07/BC-UBKT dated April 6, 2026 of the Audit Committee)

Article 4. To approve the Audited Financial Statements for 2025

(Details as per Proposal No. 01/TTr-HDQT dated April 4, 2026 of the Board of Directors)

Article 5. 5a.To approve the attached Proposal on Performance of Business Targets for 2025 and Profit Distribution Plan

(Details as per Proposal No. 02/TT-HDQT dated April 4, 2026 of the Board of Directors)

5b. Distribution of Profits in 2021

(Details as per Proposal No. 09/TT-HDQT dated May 18, 2026 of the Board of Directors)

Article 6. To approve the Proposal on Election of members of the Board of Directors for the term 2026–2031

(Details as per Proposal No. 05/TT-HDQT dated May 15, 2026 of the Board of Directors attached hereto)

Article 7. To approve the Proposal on Remuneration Finalization for the Board of Directors and Salaries for Managers in 2025, and the Remuneration Payment Plan for 2026

(Details as per Proposal No. 03/TT-HDQT dated April 4, 2026 of the Board of Directors)

Article 8. To approve the Proposal on Selection of an Audit Firm for the 2026 Financial Statements

(Details as per Proposal No. 06/TTr-UBKT dated April 6, 2026 of the Audit Committee)

Article 9. Implementation

1. This Resolution was unanimously adopted in its entirety at the 2026 Annual General Meeting of Shareholders of 36 Corporation, with 100% of the total voting shares present approving.

2. This Resolution shall take effect as of May 21, 2026.

3. Members of the Board of Directors, the Board of Management, and all shareholders shall be responsible for the implementation of this Resolution and for organizing its execution in accordance with their functions and duties, in compliance with the applicable laws and the Articles of Incorporation of 36 Corporation./.

ON BEHALF OF THE GENERAL MEETING OF SHAREHOLDERS

CHAIRPERSON

M.S.D.N: 0105454762
TỔNG CÔNG TY 36-CTCP
P. KIM LIÊN - TP. HÀ NỘI

Nguyen Dang Giap

36 CORPORATION
BOARD OF DIRECTORS
N0:..04...../HĐQT-TCT

SOCIALIST REPUBLIC OF VIETNAM
Independence – Freedom - Happiness

Hanoi, April 4, 2026

REPORT OF THE BOARD OF DIRECTORS FOR 2025 AND STRATEGIC DIRECTIONS FOR 2026 AT THE 2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Esteemed Shareholders,

In 2025, the global situation remained highly complex and unstable. Escalating conflicts and disputes across continents pushed the world's political crisis to a new level. In Asia, tensions between the United States and China repeatedly intensified, while the border dispute between Thailand and Cambodia remained unresolved. These developments adversely affected the global political and economic environment, including Viet Nam. The Corporation carried out its tasks amid fierce competition in the job market; insufficient workloads at certain member units; scarcity of high-quality human resources, particularly technical personnel; rising prices; severe shortages of embankment materials for North-South Expressway projects, especially in the Mekong Delta region; and declining revenue from BOT toll stations. The merger of administrative units, organizational restructuring, and implementation of the two-tier local government model, together with changes in mechanisms and policies, had a significant impact on the Corporation's production and business activities, particularly its investment segment. Against that backdrop, the Board of Directors ("BOD") fully implemented the resolutions of the General Meeting of Shareholders ("GMS") and, in essence, completed its duties over the past year.

On behalf of the BOD, I respectfully present to the GMS the report on the BOD's performance over the past year and the strategic directions for the upcoming year as follows:

I. BOD'S HUMAN RESOURCES AFFAIRS

The BOD consists of the following 05 members:

1.	Mr. Nguyen Dang Giap	Chairman of the Board of Directors
2.	Ms. Mai Thuy Dung	Non-executive Member of the Board of Directors
3.	Mr. Nguyen Dang Thuan	Member of the Board of Directors, Deputy General Director
4.	Mr. Tran Thai Binh	Member of the Board of Directors, Deputy General Director
5.	Mr. Dang Thanh The	Independent Member of the Board of Directors

II. BOD'S PERFORMANCE IN 2025

1. The Corporation's Performance Review

a) In 2025, the BOD led and directed the Board of Management to implement the resolutions adopted by the GMS, including: marketing and bidding efforts to seek investment projects and secure employment for workers; construction and installation activities ensuring timely handover and technical quality of projects; direction of real estate investment and business activities; organizational restructuring and personnel appointments in alignment with the current corporate model; promotion of documentation for payment settlements and debt recovery; and execution of shareholder-related affairs.

b) Business performance for 2025:

No.	Item	Unit	Amount
1.	Production volume	VND billion	1,579.570
2.	Revenue	VND billion	1,984.852
3.	Profit before tax	VND billion	35.311
4.	Profit after tax	VND billion	26.640
5.	Average income	VND million/person/month	14.025

c) The current charter capital of the Corporation is VND 1,037,450,670,000 *(One thousand thirty-seven billion four hundred fifty million six hundred seventy thousand Vietnam dong).*

2. BOD's Meetings:

In accordance with the Law on Enterprises, relevant legal documents, the Articles of Incorporation, and the BOD's Operating Regulations, and the resolutions of the GMS, the BOD convened 16 meetings in 2025 and passed resolutions on the following key matters:

- Focused leadership in implementing the annual business plan, particularly for large-scale, key projects, ensuring technical and artistic quality as well as timely handover to the project owner;
- Approval of credit arrangements, including short-term credit limits to support business operations, and loan plans for investment projects;
- Approval of the collection and payment mechanism applicable to certain projects;
- Approval of capital contributions and appointment of representatives for contributed capital in certain real estate investment projects;
- Approval of participation in auctions for land use rights in certain real estate projects;
- Approval of related-party transactions involving the 36 Corporation;
- Approval of projects; approval of contractor selection plans and selection of investors to implement projects; approval of total investment capital; approval of project business plans; approval of adjustments to implementation schedules; and approval of selling prices for real estate projects;

- Resolution on the selection of the auditing firm to conduct the review of the semi-annual financial statements and the audit of the 2025 annual financial statements of the Corporation;

- Issuance of decisions amending the advance funding limits for certain projects;

- Approval of the recognition and reversal of provisions; and approval of the settlement of outstanding matters relating to certain project managers;

- Approval of the payment of 2025 cash dividends;

- Approval of the investment in and procurement of electronic truck weigh stations for construction operations;

- Issuance of decisions relating to organizational structure, personnel reassignment, and appointments within the Corporation.

3. BOD's Remuneration

The total remuneration of the Board of Directors in 2025 amounted to VND 840,000,000.

4. Shareholder Affairs

The BOD directed the Shareholder Relationship Board to carry out all shareholder-related tasks; disclose information in accordance with legal regulations applicable to public companies and the securities market (including periodic, ad hoc disclosures, and disclosures on insider transactions and those of related parties); submit the 2025 Annual Report and Corporate Governance Report to the State Securities Commission and the Hanoi Stock Exchange as required; and handle other matters related to shareholders and G36 shares (such as resolving issues faced by G36 employee-shareholders regarding dividend receipt, G36 share trading, etc.).

As of December 31, 2025, the total number of outstanding shares was 103,745,067 shares, including:

a) 01 state shareholder (Ministry of National Defence) holding 19,065,932 shares, accounting for 18.38% of charter capital;

b) 02 major shareholders holding 23,101,888 shares, accounting for 22.27% of charter capital;

c) Minority shareholders holding 61,577,247 shares, accounting for 59.35% of charter capital.

Overall assessment: The BOD, the Board of Management and the relevant departments fulfilled the duties assigned by the GMS. Due to the common difficulties faced by the construction and real estate markets, output value did not meet expectations. However, other indicators, including revenue, profit and employees' average income, all increased by between 20% and over 30% compared with the plan. This is an encouraging result in the context of the current economic environment. Accordingly, in 2026, the BOD has determined that timely policies and decisions will be required to further promote and enhance production and business efficiency, meeting the Corporation's development needs under the new circumstances.

III. BOD'S TASKS FOR 2026

In 2026, the Corporation is expected to continue facing significant challenges: many units no longer have carry-over projects and continue to suffer from prolonged shortages of work; bidding competition remains intense; and the implementation of certain projects is still delayed due to procedural obstacles, site clearance issues and adjustments to total investment capital. In addition, the global situation continues to evolve in a complex manner, particularly the conflict involving the United States, Israel and Iran, which has pushed the world toward an energy crisis and driven up fuel, input and material prices, thereby materially increasing input costs. Moreover, the merger and restructuring of the organizational apparatus from the central to local levels have had a substantial impact on job generation efforts, while also changing numerous regulations and procedures relating to production and business activities as well as policies applicable to officers and employees within the Corporation. Based on these assessments, the BOD must focus on leading and directing the implementation of the matters approved by the GMS in order to effectively carry out a number of key tasks in the coming year through the following specific measures:

1. To organize and direct the Corporation to fulfill its 2026 production and business plan, with the following targeted indicators:

- Production volume: VND 1,820.702 billion, up 15.3% compared to 2025 actual performance.
- Revenue: VND 1,875.195 billion, equal to 94.5% of 2025 actual performance;
- Profit before tax: VND 37.027 billion, equal to 104.9% of 2025 actual performance;
- Profit after tax: VND 27.691 billion, equal to 103.9% of 2025 actual performance;
- Average income: VND 15,430,000/person/month, up 10.5% compared to 2025 actual performance.

2. To strengthen oversight of production and business activities and closely supervise operational management in accordance with the plan approved by the GMS, so as to require the Board of Management to take all necessary measures to improve labor productivity, reduce costs and enhance production and business efficiency.

3. To place special emphasis on supervising financial management, focusing on mobilizing sufficient capital to ensure funding for investment and construction activities, with priority given to key projects. To step up the recovery of receivables from project owners, particularly doubtful debts. To promptly bring to closure projects with prolonged final account settlement, and expedite payment documentation in order to recover capital.

4. To intensify efforts to secure work, carefully study projects, and approach projects with high feasibility and clear, transparent funding sources. To promote joint ventures and partnerships to cooperate as project developers in real estate projects, while expanding investment into other sectors such as transport infrastructure,

energy, education, industrial parks, irrigation works, and social housing. Regardless of the sector of investment, effectiveness and preservation of invested capital must be ensured. In real estate investment, particular attention must be paid to dossier preparation, and contracts must be comprehensive, specific, and compliant with law in order to avoid disputes with customers. The Corporation should also approach FDI projects, public investment projects, and projects funded by foreign capital that are suitable for a joint stock company model, thereby expanding its market share.

5. To direct the Board of Management to closely follow up and coordinate with relevant authorities to urgently complete the legal procedures necessary to resume construction of Packages CW01 and CW02 of the University of Science and Technology of Hanoi at the earliest possible time.

6. To study the expansion into new business lines. To continue promoting the application of technology and technical solutions in the Corporation's operations, thereby reducing management costs and improving production and business efficiency.

7. To proactively work with competent authorities and complete legal procedures to commence construction of certain real estate projects that are still facing obstacles. To continue seeking solutions to difficulties affecting the BOT National Highway 19 project.

8. To closely direct the reform and restructuring of the organizational apparatus and streamlining of headcount to meet the Corporation's operational requirements. To continue resolving matters relating to military personnel in accordance with the relevant guidance for implementation of Decision No. 1501/QD-BQP dated April 11, 2025, of the Ministry of National Defence; to properly settle policies and entitlements for military personnel following divestment; and to arrange, stabilize, and adopt appropriate plans and policies for demobilized military personnel who continue working for the Corporation.

9. To focus on sourcing high-quality personnel to strengthen the Corporation's management team. To further promote training and professional development to enhance the qualifications and technical capabilities of officers, employees and workers.

This concludes the BOD's report in 2025 and strategic directions for 2026. We wish all delegates and shareholders good health and continued success, and wish the 2026 Annual General Meeting of Shareholders every success.

Yours respectfully,

Recipients:
- Board of Directors;
- Board of Management;
- Filing: Secretariat, Board of Dn irectors.

ON BEHALF OF THE BOARD OF DIRECTORS
CHAIRMAN

M.S.D.N: 0100...4762
TỔNG CÔNG TY 36-CTCP
P. KIM LIÊN - TP. HÀ NỘI

Nguyen Dang Giap

36 CORPORATION	SOCIALIST REPUBLIC OF VIETNAM Independence – Freedom - Happiness
No.: 214B/BC-TCT	*Hanoi, April 04, 2026*

REPORT
On the Performance of 2025 Tasks and the 2026 Task Plan

Part I
PERFORMANCE OF 2025 TASKS

In 2025, 36 Corporation (the "Corporation") carried out its assigned tasks amid continued complex developments in the world and the region, particularly U.S. tariff policies, the Russia-Ukraine conflict, the Israel-Hamas conflict, the Israel-Iran conflict, civil wars in certain African countries, and longstanding border disputes leading to clashes between Cambodia and Thailand, along with other conflict hotspots, all of which had profound impacts on countries worldwide, including Viet Nam. Domestically, the political and social situation remained basically stable, and the economy achieved many important results. However, many difficulties and challenges persisted; natural disasters and storms (particularly Storm No. 9 – Ragasa, Storm No. 10 – Bualoi, and Storm No. 11 – Matmo) developed unusually and severely, causing serious consequences and heavy loss of life and property in several localities, directly affecting the Corporation's construction activities at its works and projects. The Corporation performed its tasks under conditions of fierce competition in the job market; a broad and dispersed operating area; and shortages of work at certain units. The management of production and business activities at certain projects and works faced difficulties: shortages of site managers and technical staff; continued scarcity of embankment materials for North-South Expressway projects, giving rise to significant difficulties; and toll revenue from the National Highway 19 BOT Project falling short of the financial plan. The completion of legal procedures for certain real estate projects progressed slowly due to changes in mechanisms and policies. The Corporation's key personnel also underwent substantial changes, with some personnel being reassigned, particularly among officers and professional military personnel. Against that backdrop, under the decisive direction of the Board of Directors ("BOD"), the Party Committee and the Board of Management, the Corporation proactively overcame difficulties in carrying out its production and business activities and building the organization, and fulfilled its 2025 tasks with the following specific results:

I. Implementation results of certain key indicators

No.	Key indicators	Unit	2025

			Plan	Actual	% of plan achieved	2025 actual vs 2024 actual
1	Production volume	VND billion	1,956.760	1,579.570	80.72%	84.20%
2	Total revenue	VND billion	1,574.955	1,984.852	126.03%	133.77%
3	Profit before tax	VND billion	25.332	35.311	139.39%	113.62%
4	Profit after tax	VND billion	20.265	26.640	131.46%	99.88%
5	Charter capital	VND billion	1,037.451	1,037.451	100.00%	100.00%
6	Average workforce	Persons	420	342	81.43%	85.29%
7	Average income	VND million/person /month	11.632	15.730	135.23%	141.99%

II. Assessment of performance of certain key areas

1. Planning

- Timely direction was provided for the preparation of the 2025 production and business plan, with targets assigned to member units. The Corporation organized implementation, inspection, and supervision in a focused and prioritized manner, particularly for national key projects and other large-value projects requiring accelerated progress for completion and handover in 2025. The Corporation maintained strict adherence to the periodic production briefing regime and convened ad hoc meetings to promptly resolve difficulties and obstacles, thereby ensuring uninterrupted production and business operations. Economic contracts of type A-B were closely monitored and managed, and internal contracting and assignment of construction tasks were strictly implemented.

- In 2025, 36 Corporation had 06 major packages inaugurated, technically opened to traffic, or commenced, including 05 packages under 05 out of 234 major and key national projects in celebration of the 14th National Congress of the Communist Party of Viet Nam, specifically: 04 inaugurated or technically opened projects, namely Long Thanh Airport, Ban Mong Reservoir, Bach Mai Hospital Branch 2, and the Can Tho – Hau Giang Expressway; 01 newly commenced project, namely the Affordable Housing Project on Apartment Land Plot No. 5 in Zone B – Nam Cam Le Residential Area, Da Nang City; and 01 expressway section opened to traffic on April 30, 2025, namely the Bung – Van Ninh Expressway. The inaugurated and opened works were highly appreciated for their quality and technical-aesthetic standards.

- In 2025, the Corporation was awarded and entered into 03 economic contracts of type A-B with a total value of VND 175.37 billion, specifically: the Radio and Television Station in Houaphanh Province, Lao People's Democratic Republic (VND 63.74 billion); the construction package for the Chau Binh Drainage Canal adjustment item under the Ban Mong Reservoir Project (VND 76.72 billion); and Package No. 05 under the Project for Dredging and Reinforcing the Sat – Phu Main Irrigation Canal, Hai Duong Province (VND 34.91 billion). In addition, the Corporation acted as an investor in the consortium awarded the bidding package for the above-mentioned Affordable Housing Project on Apartment Land Plot No. 5 in Zone B – Nam Cam Le Residential Area, Da Nang City, with a projected total investment capital of VND 1,849.636 billion.

In addition, in March 2026, the Corporation was awarded and entered into economic contract A-B for Package DN-CW-04: Construction and installation of equipment for the TN1 Administration Building, TN2 Laboratory Building and internal landscape works under the Centralized Scientific Research and Testing Center of the University of Danang, with a contract value of VND 318.729 billion, thereby securing part of the workload for 2026 and carrying forward part of the work into 2027.

2. Marketing and bidding

In 2025, the Corporation proactively led and directed the implementation of marketing activities, the search for work sources, the organization of bidding for construction and installation packages, and collaboration with investors in bidding for investment projects. The Corporation promptly captured and analyzed information on construction investment projects, and selected construction packages and investment projects aligned with its capabilities and production and business orientation. Although the construction market faced numerous difficulties, the Corporation successfully overcame these challenges and focused on marketing and bidding activities to secure part of the workload for 2025 and to carry forward work into 2026.

3. Finance and Accounting

- In 2025, the Corporation's finance and accounting activities were maintained in a stable manner, meeting the requirements for the management of assets, capital sources, revenue, expenses, receivables/payables, and production and business results. Capital management was conducted in a stringent manner, in compliance with State regulations and the funding conditions of the Bank. Investment limits and outstanding loan balances were regularly monitored to ensure a sound financial balance, meet capital requirements, and maintain financial safety.

- With respect to capital advances and disbursements in 2025, the Corporation focused on advancing capital to national key projects such as the Can Tho – Hau Giang Expressway Project, the Bung – Van Ninh Expressway, and Long Thanh International Airport, thereby ensuring timely funding requirements and construction progress and contributing to improved capital efficiency.

- The Corporation continued to review, amend, and supplement the regulations on capital advances and capital disbursement for construction activities to ensure project progress, financial safety for the Corporation, alignment with the actual conditions of production and business activities, and compliance with applicable laws.

- Settlement and debt recovery were further strengthened and implemented in a coordinated manner, from the control of funding sources for each project, acceptance procedures, preparation of settlement dossiers, to monitoring disbursements by project owners, thereby reducing capital backlogs and improving financial management efficiency.

- The Corporation strictly complied with regulations on collection and remittance to the State budget. Accounting and preparation of financial statements were carried out fully and in a timely manner, meeting management and operational requirements .

4. Labor Organization

- Organizational structure: As of the end of December 2025, the Corporation comprised: 07 head office departments; 16 dependent accounting units; 02 directly affiliated teams (Construction Team 132 and Construction Team 167); 02 subsidiaries, namely 36.71 BOT Company Limited and Dong Thinh TMQ Company Limited; and 02 associated companies.

- Labor and payroll management: The Corporation effectively implemented the regulations of the Ministry of National Defence, the Labor Code, and the Law on Employment regarding the execution of labor contracts and the management and utilization of labor. Wages were paid based on production and business performance, encouraging higher income through improved labor productivity and economic efficiency. Full payment was made for regimes relating to sick leave, maternity, and convalescence, and health recovery, while salaries, bonuses, and meal allowances for employees were fully ensured. Military personnel records were strictly managed and regularly updated, and the database on dependents of military personnel and professional military personnel was continuously updated to facilitate the settlement of policies and entitlements. The Corporation also effectively implemented salary grade promotion, rank upgrading, and salary group transfer regimes for professional military personnel and contractual employees, ensuring that policy-based salary increases were granted to the correct beneficiaries. In 2025, the Corporation proposed that the Ministry of National Defence issue decisions on regular salary increases, A80 salary increases and salary group transfers for 70 professional military personnel, while the Corporation issued decisions on salary increases and salary group transfers for 48 contractual employees. Professional military personnel who had not yet satisfied retirement conditions but whose qualifications, capabilities, or health no longer met job requirements, or who had difficult family circumstances, voluntarily applied for demobilization or resignation, or committed disciplinary violations, were resolved for demobilization or termination. In 2025, the Corporation settled retirement benefits for 13 individuals (02 Officers and 11 Professional Military Personnel), unit transfers for 06 individuals (05 Officers and 01 Professional Military Personnel), termination of labor contracts for 63 cases, and recruitment of 25 contractual employees. The average income in 2025 reached VND 15.73 million/person/month.

- Social Insurance, Health Insurance and Unemployment Insurance: The Corporation effectively updated the service records of military personnel in order to review social insurance books. It strictly complied with legal regulations on compulsory insurance, and the collection and remittance of social insurance, health insurance and unemployment insurance to the Ministry of National Defence and local social insurance agencies were carried out accurately and within the prescribed time limits.

- The number of individuals subject to compulsory social insurance participation was 342, including 44 Officers, 82 Professional Military Personnel and 216 Contractual Employees.

- Occupational Safety, Labor Hygiene and Fire Prevention and Fighting: The Corporation effectively carried out inspection and guidance for units in implementing occupational safety, labor hygiene and fire prevention and fighting in accordance with the new regulations; promptly updated and disseminated relevant legal documents and information following the merger of State management authorities. Training on occupational safety, labor hygiene and fire prevention and fighting was organized for relevant groups in accordance with regulations; coordination was undertaken to conduct in-house firefighting, rescue and salvage drills; inspections and reviews were carried out on the status of fire prevention and fighting equipment at the Corporation's headquarters; and reporting obligations relating to occupational safety, labor hygiene and occupational accidents were fully performed in accordance with regulations.

- Shareholder management: In 2025, the Corporation successfully held the 2025 Annual General Meeting of Shareholders, completed the 2025 Corporate Governance Report and Annual Report, and fully and promptly disclosed information (periodic disclosures, ad hoc disclosures, transactions of insiders and related persons of insiders) in accordance with the provisions of the Law on Securities.

5. Party and Political Affairs

- The leadership organized the thorough dissemination and serious study of the directives and resolutions of the Party Central Committee, the Central Military Commission, and the leadership resolutions of Party committees at all levels within the Party organization of the Corporation.

- The Corporation strictly observed Party organizational and operational principles. It effectively carried out education to enhance the political steadfastness, competence, and intellectual capacity of cadres and Party members. The 8th Party Congress of the Party Organization of 36 Corporation was successfully held with positive results. The Corporation also participated in the 12th Congress of the Military Party Organization and the 11th Army-wide Determination to Win Emulation Congress in accordance with the guidance of the superior authorities.

- The Corporation completed the procedures for proposing and organizing the conferment of decisions on military rank promotion and salary increases for 38 officers and professional military personnel in managerial positions; and completed procedures for job transfer and retirement of cadres in accordance with regulations. It finalized dossiers, reports and evaluations of key cadres at all levels for submission to the Personnel Department. It also carried out procedures for requesting the issuance of military officer identity cards for personnel promoted in rank or granted salary increases in 2025. The Corporation gradually addressed the number of cadres in accordance with the guidance of the Personnel Department in implementation of Decision No. 1501/QD-BQP dated April 11, 2025, of the Ministry of National Defence.

- The leadership directed the thorough dissemination and strict implementation of resolutions, directives, and regulations on Party inspection, supervision and discipline. The Corporation successfully organized the Conference reviewing inspection, supervision, and enforcement of Party discipline within the Party Organization of the Corporation for the 2020-2025 term.

- The Corporation actively launched and signed multiple emulation campaigns, with the focus on the 2025 Determination to Win Emulation Movement and various peak emulation campaigns. It maintained strict implementation of the grassroots democracy regulations and effectively carried out policy and mass mobilization work. It also participated in charitable contributions, visits and timely support for policy beneficiaries during holidays and Tet, ensuring practical and effective results.

- Party and political work was maintained in an orderly, effective and high-quality manner. The Corporation paid due attention to creating all favorable conditions for mass organizations to operate in accordance with their functions and duties. The conferences reviewing the activities of mass organizations at all levels for the 2021-2025 period were successfully organized.

6. Office Affairs

- Management and use of national defence land: The management and use of 07 national defence land sites with a total area of 30,812.7 m^2 were carried out in compliance with the law and the regulations of the Ministry of National Defence. The boundaries and markers of these land sites were clearly identified, thereby minimizing encroachment, disputes and improper use of national defence land.

However, there is a land site located in Alley 1043, Giai Phong Road, Hoang Mai Ward, Hanoi City (with an area of 78 m^2) which is interspersed among residential households and has not yet been granted a Land Use Rights Certificate. It is currently vacant land, and the Corporation has been unable to commence construction there because residents have repeatedly submitted petitions to the leaders of the Ministry of National Defence and the local authorities requesting that the site be used as a community activity area, while also obstructing the Corporation's construction activities. The Corporation has submitted numerous written reports to the leaders of the Ministry of National Defence and the local authorities for handling, but the matter has not yet been conclusively resolved.

In 2025, the working group of the Ministry of National Defence worked with 36 Corporation to determine the amount payable for the use of national defence land from 2018 to 2024, totaling VND 8,838,205,873, and the Corporation also determined the provisional amount for 2025 at VND 2,237,823,202. After offsetting the provisional amount previously paid, in 2025, the Corporation remitted to the Ministry of National Defence the land use amount for national defence land totaling VND 6,004,281,924.

- Management and use of the Corporation's office premises: During the year, the Corporation reorganized and readjusted the office space of its departments and units to make more efficient use of its facilities. Specifically, it recovered the office space on the 3rd floor of the 8-storey building at No. 1075 Giai Phong Road for direct management by the Corporation; at the same time, it relocated the offices of Company 36.71 and Company 36.20 from the 8-storey building at No. 1075 Giai Phong Road to the Corporation's headquarters at No.

141 Ho Dac Di, Hanoi.

- Management of the Corporation's real properties: The Corporation continued to manage and protect the premises of Company 36.63 in Vinh and carried out procedures for the transfer of assets attached to leased land in accordance with regulations. The management and monitoring of leases for the Corporation's real properties (including operation of the parking facility, leasing of basement areas, commercial kiosks, nursery facilities, premises, etc.) were carried out in a strict manner, ensuring efficiency and compliance with the law. In 2025, total revenue generated from the leasing and operation of the Corporation's real properties amounted to VND 22.14 billion.

- Monitoring and handling of stone quarries:

+ Len Trot Quarry: The Corporation signed a contract with a consulting firm to prepare the mine closure plan to carry out procedures for surrendering the mining licence in accordance with regulations. During the dossier preparation process, a discrepancy arose between the licensed reserves and the actual extracted reserves, and the Corporation is currently coordinating with the consulting firm to finalize the report and request guidance from the Nghe An Provincial People's Committee on how to address the matter.

+ Song Hamlet Quarry: The Corporation is carrying out mine closure procedures in accordance with the mine closure plan approved under Decision No. 1918/QD-UBND dated June 29, 2025, of the Hoa Binh Provincial People's Committee (now the Phu Tho Provincial People's Committee). As of December 31, 2025, the Department of Agriculture and Environment of Hoa Binh Province had conducted inspections and acceptance of the land restoration work in accordance with regulations. On March 20, 2026, the Phu Tho Provincial People's Committee issued Decision No. 872/QD-UBND on the closure of the quarry.

The Corporation has also entered into an agreement with its partner regarding the extension (or new issuance) of the mineral exploitation licence for the Xom Song quarry area. At present, the Corporation has signed the dossier requesting approval of the investment policy concurrently with approval of the investor, for submission to the Phu Tho Provincial People's Committee.

- Logistics: The Corporation ensured the maintenance of green, clean, and orderly barracks, preservation of security and public order, and a civilized working environment. Logistics support, supplies, vehicles, and equipment for the regular operations of the Corporation's offices were effectively and economically provided, ensuring smooth and efficient operations. Working conditions, meeting arrangements, and reception services were fully provided in accordance with regulations. Lunch meals for officers and employees were provided in accordance with prescribed standards, nutritional requirements, and food safety and hygiene regulations.

- During the year, the Corporation took care of the spiritual well-being of its officers and employees. Whenever employees experienced family bereavement or celebratory family events, representatives of the Corporation's leadership and departments organized timely visits, encouragement, and support, thereby creating motivation for officers and employees to perform their duties well.

- Fire prevention and fighting:

+ The Corporation ensured the continued operation of the building's fire prevention and fighting system. Periodic inspections of foam extinguishers, gas extinguishers, and water hydrant systems were carried out to promptly identify issues and implement remedial measures, ensuring the system operated smoothly.

+ The Corporation is currently coordinating with its departments and divisions to carry out upgrading and repair works to the fire prevention and fighting system to complete the acceptance dossier for the Corporation's headquarters in compliance with regulations.

- Military medical affairs: The Corporation regularly monitored and took care of the health of its leadership, controlled disease prevention and community health matters, and guided its units in working with hospitals and local medical facilities at their stationed locations to ensure medical examination and treatment for officers and employees in accordance with regulations.

- The Corporation maintained strict compliance with internal rules, working style, and working hours at its offices, and effectively controlled persons entering and leaving the premises. Incoming and outgoing documents were controlled in accordance with the procedures for confidential document administration, ensuring that all documents were handled accurately and in a timely manner.

7. Motor Vehicle and Equipment Management

- Dossiers and roadworthiness inspection procedures: The Corporation consistently ensured and maintained valid roadworthiness inspections for its motor vehicles. It regularly monitored, inspected, and supervised the inspection and technical safety of equipment subject to stringent occupational safety requirements. Motor vehicles and equipment were periodically maintained to achieve a high utilization rate. In 2025, roadworthiness inspection and operating permits were completed for 12 vehicle inspection instances for various types of motor vehicles.

- Investment in motor vehicles and equipment: During the year, the Corporation invested in 01 electronic weigh station to serve the construction of the Can Tho – Hau Giang project, with a total investment capital of VND 275 million.

8. Legal Affairs

- In 2025, the Corporation completed the enforcement of the Coma 18 judgment and handled some cases involving customers seeking debt recovery from 36 Corporation. In the lawsuit concerning the dispute over the VPBank guarantee certificate against the Corporation, the appellate court heard the case and dismissed VPBank's claims.

- The Corporation urged and recovered long-outstanding debts from project owners, and coordinated with relevant units and individuals in working with customers to negotiate debt reductions.

- Newly issued legal documents were fully and promptly updated; construction, business, commercial, service, and credit contracts were drafted, reviewed, and revised to ensure legal rigor. The Corporation effectively provided legal advice and support in relation to its business activities and customer complaints.

9. Real Estate Investment Projects

9.1. Bac Ha Project – Lao Cai:

The project has completed construction and acceptance of 28 townhouse units and has signed sale and purchase agreements with 24 out of 28 customers, leaving 04 units unsold.

9.2. Sa Pa Project – Lao Cai:

- Site construction progress: 90 out of 97 units have been constructed and completed; the remaining 7 units have not yet been constructed because the site has not yet been handed over.

- Sales status: Sale and purchase agreements have been signed for 86 out of 90 completed units.

9.3. Dong Trieu Project – Quang Ninh:

The project has completed construction and acceptance of the townhouse units and has signed sale and purchase agreements with 48 out of 48 customers.

9.4. Quan Hanh Project – Nghe An:

- Construction progress:

+ Low-rise housing: Construction and finishing of Lot LK01 have been completed 100%; for Lots LK02, LK03, and LK04, the structural works, plastering, and roofing have been completed. Finishing works are currently being carried out, including painting, installation of various types of doors, connection of electricity and water systems to the units, and completion of the infrastructure.

+ Commercial service building: Reinforced concrete works, M&E works, and fire prevention and fighting works have been completed; brickwork and plastering have been substantially completed. Tiling and interior wall painting are currently in progress.

- Sales status: Sale and purchase agreements have been signed with 11 out of 32 customers for the low-rise housing component.

9.5. Dong Thinh Project – Thanh Hoa

a. Status of legal procedures:

- TMQ Dong Thinh Company Limited (the project company) was established on October 7, 2025.

- 36 Corporation has fulfilled its capital contribution obligation in the amount of VND 20,339,310,000, representing 51% of the charter capital.

b. Site clearance: The District People's Committee has signed 02 decisions approving compensation plans with a total area of 23,013 m^2 and total funding of VND 3,486,812,000. The total amount paid by the investor/project company is VND 1,945,808,000.

c. Packages implemented

- Contracts have been signed for the following packages: adjustment of the 1/500 detailed planning; topographic and geological survey package; bomb, mine and explosive ordnance clearance package; environmental impact assessment report package; project measurement and boundary marker setting package; preparation of the fire prevention and fighting opinion dossier, detailed engineering design dossier and fire prevention and fighting cost estimate dossier; and feasibility study report package.

At present, the project company is actively coordinating with the local authorities to continue site clearance, make payments to the remaining households, complete the procedures for extension of the investment policy approval, and obtain approval of the detailed engineering design dossier and cost estimate, etc.

9.6. Dong Tan Project – Thanh Hoa

- Decision No. 383/QD-UBND dated 22 February 2025 has been issued by the Thanh Hoa Provincial People's Committee approving the investor for project implementation; and the Decision approving the local adjustment to the 1/500 detailed planning scheme (Decision No. 980/QD-UBND dated 02 April 2025 of the Thanh Hoa Provincial People's Committee) has also been issued.

- TMT Dong Tan Company Limited (the project company) was established on 19 December 2024. 36 Corporation has fulfilled its capital contribution obligation in the amount of VND 82.86 billion, representing 30% of the charter capital of the project company.

- 2026 plan: To complete site clearance and commence construction works

9.7. Da Nang Affordable Housing Project

- The project was approved under Decision No. 1941/QD-UBND dated June 24, 2025 of the Da Nang City People's Committee on approval of the investor selection result, and the project company was established on July 25, 2025.

- The project has obtained the land allocation decision, the decision approving the appraisal of the feasibility study report, and the fire prevention and fighting design appraisal document. For the construction permit exemption dossier: the Department of Construction has appraised the feasibility study report, PC03 has appraised the fire prevention and fighting design and confirmed that the project satisfies the conditions for construction, and the feasibility study report for construction investment has been approved.

- On February 12, 2026, Toan Cau Housing Development Investment Joint Stock Company issued Notice No. 03/TB-KC on the commencement of the project.

- Construction status: The contractors are currently carrying out large-scale pile pressing and excavation works for the underground portions of the buildings.

- Business and sales: The project is currently receiving applications for house purchase registration and finalizing the form of sale and purchase agreement for submission to the Department of Industry and Trade for approval.

9.8. 6-8 Chua Boc Project:

On January 6, 2026, the Hanoi City People's Committee issued Decision No. 26/QD-UBND approving the investment policy and concurrently approving 36 Corporation as the project investor for the development of a high-rise residential building combined with commercial and service functions on the land plot at 6-8 Chua Boc, Kim Lien Ward, with a total investment capital of approximately VND 2,798.245 billion and an implementation schedule from Q4 2025 to Q4 2029.

Pursuant to the requirement set out in Clause 2, Article 2 of Decision No.

26/QD-UBND dated January 6, 2026 of the City People's Committee, the project is required to adjust its architectural scheme to ensure compliance with Decision No. 34/2024/QD-UBND dated May 27, 2024 of the City People's Committee. At present, the Project Management Unit is submitting the dossier to the competent authorities to seek comments on such adjustment.

The Project Management Unit is currently carrying out the legal procedures for obtaining the construction permit, and construction is expected to commence in Q2 2026.

10. National Highway 19 BOT Project

- Routine maintenance at the National Highway 19 BOT Project was carried out regularly and in compliance with the regulations of the competent State authorities and the BOT Contract, ensuring quality and safety for vehicles travelling on the route. In 2025, Periodic Maintenance – Phase 2, Batch 1 was completed with a total implemented value of over VND 9 billion. The Corporation is also carrying out extraordinary repairs to the traffic safety system with a value of VND 3.7 billion and implementing disaster recovery works with an estimated value of approximately VND 10 billion.

- Toll revenue over nearly 10 years has reached only approximately 53.11% of the original financial plan under the BOT Contract. The principal reason is that the State changed its mechanisms and policies and did not comply with the provisions of the executed BOT Contract.

Cumulatively as at December 31, 2025, 36 Corporation had provided funding support to the BOT Company in the total amount of VND 295.35 billion and recognized an investment loss provision of VND 47.42 billion.

- 36 Corporation and 36.71 Company have submitted numerous documents to the Government, the National Assembly, ministries and agencies, the People's Committees of Binh Dinh Province and Gia Lai Province, and the lending banks to propose measures for addressing the difficulties of the Project; however, many issues remain unresolved to date. Because toll revenue has been insufficient to repay principal and interest to the Bank in accordance with the executed credit agreement, the Bank has not continued to provide loans for payment of debts to contractors participating in the Project, resulting in certain contractors filing claims against 36.71 Company. The investor agreed to secure the loan so that the BOT Company could mobilize borrowed capital from organizations and individuals in the total amount of VND 50 billion for debt repayment. Up to now, all outstanding debts to the contractors participating in the Project have been settled.

- In the coming years, the Project is expected to continue facing numerous difficulties and disadvantages because the State has decided to invest in the Pleiku – Quy Nhon Expressway, which runs nearly parallel to the existing National Highway 19; local authorities are also implementing various industrial parks, resettlement areas, and transport projects around the toll station, all of which will reduce toll revenue as compared with the financial plan under the BOT Contract, while also creating potential risks to traffic safety and damage to the road surface structure.

- The above difficulties have created very substantial pressure on cash flow balancing, forcing the investor to use revenue from other production and business activities to cover costs in order to continue performing the BOT Contract and the credit agreement. It remains necessary to continue making recommendations and closely coordinating with State management authorities and local authorities in order to ensure a balance of interests among the State, the investor, the project company and the public.

The investor/project company is currently working with MB Bank to transfer the entire remaining loan balance from VietinBank to MB Bank and extend the repayment term, thereby securing additional resources to continue investing in real estate, affordable housing, and other projects, and improving production and business efficiency.

III. Certain limitations and shortcomings

- During the year, marketing and bidding dossier preparation were concentrated in only 5 units (36.20, 36.30, 36.66, 36.67, and the Laos Branch). Several units have had no ongoing construction projects for many years, resulting in low plan fulfillment and adversely affecting the Corporation's overall performance of its assigned tasks. In addition, the Corporation's construction equipment capacity remains insufficient, so it has had to rely on external rentals when participating in bidding, which in many cases has reduced its initiative and increased its dependence on partners.

- At certain units, the preparation of settlement dossiers, liquidation of A-B contracts, and internal final settlement has remained prolonged; unfinished work volumes at certain projects are also very large, adversely affecting the Corporation's revenue and production and business efficiency.

- The advisory and proposal capacity, as well as the coordination and collaboration, of certain functional departments remain limited and have not met the Corporation's development requirements. The direction, inspection and supervision exercised by departments over units have also been marked by confusion and shortcomings. Attendance at meetings and production briefings, and the maintenance of proper discipline at construction sites, have not been sufficiently rigorous, while professional reporting regimes have not been timely or complete.

*** Overall Assessment**

In 2025, although construction investment activities and the job market continued to face numerous difficulties, adversely affecting construction work, marketing, bidding and production and business activities, the Board of Management proactively coordinated with the BOD to focus on leadership and management, prioritize marketing and job acquisition, address backlogs at project sites, accelerate the progress of key projects, and continue strengthening the organizational structure and apparatus. The Corporation generally maintained stability, solidarity, and unity; the livelihoods of officers and employees were safeguarded; and the workforce remained stable in mindset, committed to their work, and dedicated to building and developing the Corporation.

Part II
2026 TASK PLAN

2026 is expected to continue presenting numerous difficulties and challenges: many units will have no carry-over projects, resulting in prolonged shortages of work; bidding competition remains intense; and although public investment is being actively promoted under the Government's direction, the implementation progress of certain projects remains slow due to obstacles relating to investment procedures, site clearance and adjustments to total investment capital. In addition, the global situation continues to evolve in a complex manner, particularly in the Middle East, where the conflict involving the United States, Israel and Iran has continued to escalate, adversely affecting the global economy, increasing volatility in energy, input and material prices, and thereby materially impacting input costs and domestic production and business activities, with a direct effect on production and business efficiency. Against this backdrop, the Board of Management, in coordination with the BOD of the Corporation, will focus on leading and directing the successful implementation of the 2026 planned targets and has identified the following objectives and solutions:

I. Projected key targets for 2026

- Production volume: **VND 1,820.702 billion**, up 15.3% compared with 2025 actual performance.
- Revenue: **VND 1,875.195 billion**, equal to 94.5% of 2025 actual performance.
- Profit before tax: VND 37.027 billion, equal to 104.9% of 2025 actual performance.
- Profit after tax: VND 27.691 billion, equal to 103.9% of 2025 actual performance.
- Average workforce: 370 employees.
- Average income: VND 16,520,000/person/month, equal to 105% of 2025 actual performance.

II. Orientation and objectives for the 2026 plan

36 Corporation has identified its key priorities as maintaining stability, ensuring financial safety and pursuing sustainable development. The Corporation will focus on restructuring its organization, renewing its management mindset, streamlining its apparatus, and improving the operating efficiency of its member units; strictly controlling costs; and intensifying debt recovery, particularly long-outstanding receivables. At the same time, it will maintain its construction and real estate investment activities, strengthen linkages and cooperation, and enhance its human resource and equipment capacity for marketing and bidding, with priority given to projects funded by public investment and projects with clear funding sources and stable cash flows. The Corporation will also ensure jobs, income, and living conditions for officers and employees throughout the Corporation.

III. Certain solutions to ensure the implementation of the 2026 tasks

1. To study the rational restructuring and streamlining of dependent accounting units through merger, temporary suspension of operations, or dissolution of certain units operating inefficiently or lacking work, in order to align with the Corporation's current actual conditions.

2. To continue recruiting additional personnel, particularly site managers

and technical staff in the fields of transport and construction; to arrange for personnel with appropriate qualifications and capabilities to attend professional training courses in order to complete the diplomas and certificates required for chief site commander positions; and to consider investing in additional equipment to meet capacity requirements for marketing, bidding and construction activities.

3. To closely follow up and coordinate with the Project Management Unit and relevant authorities in order to urgently complete the legal procedures necessary to resume construction of Packages CW01 and CW02 of the Hanoi University of Science and Technology at the earliest possible time; at the same time, to intensify marketing and bidding efforts to ensure sufficient workload for 2026 and a pipeline for the following year, with particular emphasis on large-value projects with clear and transparent funding sources, especially projects in the fields of transport, healthcare, education and irrigation.

4. Real estate investment projects: To complete construction of the Quan Hanh Project and the Sa Pa Project on schedule; to accelerate sales activities for projects that have completed construction and are eligible for execution of sale and purchase agreements; and to coordinate with reputable distribution units in carrying out communication and marketing activities to identify customers interested in the Quan Hanh Project so that sale and purchase agreements may be signed immediately once the project becomes eligible. At the same time, to closely follow up with local authorities in order to complete site clearance and investment preparation for the Dong Thinh and Dong Tan – Thanh Hoa projects, particularly the Dong Thinh Project, which is currently behind schedule in site clearance and investment preparation procedures. To coordinate with consortium members in effectively implementing the Affordable Housing Project on Apartment Land Plot No. 5 in Zone B – Nam Cam Le Residential Area – Da Nang, ensuring quality and compliance with the approved schedule. To closely follow up with the departments, agencies and the People's Committee of Hanoi City in obtaining the construction permit in order to commence construction of the 6-8 Chua Boc Project in Q2 2026. In addition to the above projects, the Corporation will continue promoting joint ventures and partnerships to cooperate as project developers for real estate projects, expand the market, and act as investor in

projects with finalized A-B settlements to ensure sound and transparent financial conditions.

5. Strengthen financial management, focusing on mobilizing sufficient capital to ensure the smooth operation of business and routine activities, and strive to fulfill all planned targets. Continue to uphold the Corporation's brand and credibility within the banking and credit system to secure access to preferential loans and low-interest financing to support its business operations.

6. Maintain close coordination with the Ministry of National Defence on the plan for State capital divestment from 36 Corporation to appropriately address the policies and entitlements of military personnel (demobilization, retirement, or reassignment) and ensure a smooth organizational transition post-divestment. Develop plans and policies for demobilized military personnel wishing to continue working at the Corporation;

7. Implement a compensation framework for the Corporation's headquarters staff based on job positions, professional competence, and individual performance, thereby increasing income, motivating work ethic, and enhancing labor productivity.

8. Maintain and fully implement all employment-related policies, including job assignment, social insurance, health insurance, unemployment insurance, periodic medical checkups, and settlement procedures for eligible personnel wishing to resign. Strictly uphold document confidentiality protocols, promote administrative reform, reinforce discipline and accountability, and emphasize the responsibility of organizations and individuals in fulfilling assigned duties. Optimize the use of headquarters facilities and those of affiliated units./.

Recipients:
- Board of Directors;
- Board of Management;
- Audit Committee;
- Secretariat;
- Corporate Departments;
- Filing: Office, Planning, Shareholder Relationship Board

GENERAL DIRECTOR

M.S.D.N: 0105454762 - C.T.C.P
TỔNG CÔNG TY 36
QUẬN ĐỐNG ĐA - TP. HÀ NỘI

Bui Quang Bat

36 CORPORATION **AUDIT COMMITTEE**	**SOCIALIST REPUBLIC OF VIETNAM** **Independence - Freedom - Happiness**
No.: 08 /UBKT	*Hanoi,* April 06.*2026*

REPORT OF THE INDEPENDENT MEMBER OF THE BOARD OF DIRECTORS IN THE AUDIT COMMITTEE AND PLAN FOR 2026

To: The General Meeting of Shareholders of 36 Corporation

I. OPERATIONS OF THE AUDIT COMMITTEE IN 2025

1. The Audit Committee is a body under the Board of Directors and consists of two members: Mr. Dang Thanh The - Chairman and Ms. Mai Thuy Dung - Member of the Audit Committee. During the year, the Audit Committee held meetings in accordance with regulations, with full participation of its members.

2. Submitting the Audit Committee's operational plan for 2025 to the Board of Directors for approval;

3. Conducting supervision and inspection of the Corporation's business operations through meetings of the Board of Directors and the Board of Management; reviewing reports on business performance and financial statements of the Corporation;

4. Providing comments on the amendment of several internal regulations;

5. Cooperating with the Board of Management in managing business operations to ensure efficiency and compliance with legal regulations; supervising the Finance and Accounting Department's cooperation with the independent auditing firm in reviewing the semi-annual and annual financial statements for 2025;

6. Requesting the Board of Management to urge subordinate units to actively collect and settle outstanding receivables and expenses, ensuring working capital and enhancing the Corporation's business efficiency;

7. Performing other duties in accordance with its functions and responsibilities.

II. EVALUATION OF THE OPERATIONS OF THE BOARD OF DIRECTORS AND THE BOARD OF MANAGEMENT

1. The Board of Directors and the Board of Management have complied with the laws and regulations of the State, relevant Circulars and Decrees, as well as the Articles of Incorporation of the Corporation.

2. The Corporation has ensured full and timely disclosure of information in strict compliance with the provisions of securities laws and other applicable legal regulations.

3. The Board of Directors has seriously implemented the Resolutions of the 2025 General Meeting of Shareholders. It has issued resolutions and decisions related to business operations, construction investment, staffing of departments/divisions, and human resources in accordance with the Articles of Incorporation of the Corporation.

4. The Board of Management has promptly implemented the resolutions and decisions of the Board of Directors, while also taking necessary management measures to address difficulties and existing issues in the Corporation's 2025 business operations. The Board of Management has regularly directed subordinate units to fully leverage the Corporation's capabilities, increasing the efficiency of construction and investment activities.

- On a monthly/quarterly basis, the Board of Directors and the Board of Management have reviewed assigned tasks, directed professional departments to evaluate the business performance of the Corporation, and proposed solutions to address challenges and shortcomings within each division/unit.

5. Supervision of financial statement preparation and financial position

a) The quarterly and semi-annual financial statements were prepared and disclosed in compliance with applicable accounting standards, accounting regimes, and current laws. The financial statements give a true and fair view of the Corporation's financial position.

b) All financial statements were prepared within the required deadlines, meeting internal management needs and providing timely disclosures to shareholders.

c) In 2025, the Board of Directors entered into an agreement with AASC Auditing Firm Company Limited.

6. Internal control and risk management system

a) During the year, the Audit Committee noted that the Corporation's Board of Directors closely directed the Board of Management to develop, amend, and supplement internal processes and regulations to ensure compliance with applicable laws, to enhance the effectiveness of the risk management system, and to ensure the Corporation's sustainable development.

b) Through internal audit, inspection/control, and review and improvement of internal management processes and regulations, the Corporation has identified and mitigated potential risks in future projects and construction works.

7. Transactions between internal persons of the Corporation and their related parties with subsidiaries and dependent branches under the Corporation's control. Transactions between internal persons and their related parties were fully disclosed as required (as published on the Corporation's website and reported in the Corporate Governance Report submitted to the State Securities Commission).

8. Coordination between the Audit Committee and the Board of Directors, the Board of Management, and other managers

a) In 2025, the Audit Committee received strong coordination and support from the Board of Directors, the Board of Management, and departments within the Corporation through the provision of full access to reports and materials related to governance, business operations, and the financial status of the Corporation.

b) To effectively fulfill its duties, the Audit Committee regularly communicated with functional departments to stay updated on governance and operational activities of the Board of Directors and Board of Management.

9. Remuneration, operating expenses, and other benefits of the Audit Committee

Remuneration, operating expenses, and other benefits of the Audit Committee are in compliance with the Law on Enterprises, the Corporation's Articles of Incorporation, and the Corporation's regulations on salaries, bonuses, and financial management.

10. Key performance indicators of the Corporation's business activities and financial status as of December 31, 2025

a) Charter capital: VND 1,037.45 billion

b) Total revenue: VND 1,984.85 billion

c) Profit after tax: VND 26.63 billion

III. AUDIT COMMITTEE'S OPERATIONAL PLAN FOR 2026

1. Continue supervising compliance with laws, the Articles of Incorporation, resolutions of the General Meeting of Shareholders, the Board of Directors, and the Corporation's internal regulations and procedures.

2. Advise the Board of Directors on internal governance, especially in recovering outstanding debts to ensure optimal cash flow for operations, restructuring member units, and reviewing job positions within departments to align with streamlined and efficient remuneration policies.

3. Maintain close coordination with the Board of Management and departments of the Corporation; conduct periodic internal audits approved by the Board of Directors; recommend extraordinary audits on debt recovery to reduce and prevent risks.

4. Attend professional training courses to enhance audit and internal control expertise, and stay up to date with new legal policies and regulations.

The above is the report on the operations of the Audit Committee for 2025 and the operational plan for 2026, respectfully submitted to the General Meeting of Shareholders for consideration and approval.

Wishing all valued shareholders and delegates good health, happiness, and success.

Wishing the General Meeting great success./.

Thanks and Best regards,

Recipients:

- Board of Directors, Board of Management;
- Filing: Audit Committee

FOR THE AUDIT COMMITTEE

INDEPENDENT MEMBER OF THE BOARD OF DIRECTORS

M.S.D.N: 0105454762
TỔNG CÔNG TY 36-CTCP
P. KIM LIÊN - TP. HÀ NỘI

Dang Thanh The

36 CORPORATION **BOARD OF DIRECTORS**	**SOCIALIST REPUBLIC OF VIETNAM** **Independence – Freedom - Happiness**
No.: 01 /TTr-HDQT	*Hanoi, April 04 , 2026*

PROPOSAL

On Approval of the Audited Financial Statements for 2025

Pursuant to the Law on Enterprises No. 59/2020/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on June 17, 2020;

Pursuant to the Articles of Incorporation of the 36 Corporation;

The Board of Directors respectfully submits to the General Meeting of Shareholders for consideration and approval the audited financial statements for 2025, as detailed below:

The consolidated and separate financial statements for 2025 were audited by AASC Auditing Firm Company Limited in accordance with applicable standards and have been disclosed by the Board of Directors of the 36 Corporation on the stock exchange in accordance with regulations. The financial statements include:

(1) Management Report;

(2) Independent Auditor's Report;

(3) Balance Sheet as of December 31, 2025;

(4) Income Statement for 2025;

(5) Cash Flow Statement for 2025;

(6) Notes to the Financial Statements for 2025;

We respectfully submit the above to the General Meeting of Shareholders for review and approval./.

Recipients:
- Board of Management;
- Secretariat;
- Departments of the Corporation;
- Filing: Office, Shareholder Affairs.

ON BEHALF OF THE BOARD OF DIRECTORS
CHAIRMAN

M.S.D.N: 0100354762
TỔNG CÔNG TY 36-CTCP
P. KIM LIÊN - TP. HÀ NỘI

Nguyen Dang Giap

36 CORPORATION
BOARD OF DIRECTORS

No.: 02/TTr-HDQT

SOCIALIST REPUBLIC OF VIETNAM
Independence – Freedom - Happiness

Hanoi, April 04 , 2026

PROPOSAL

On Implementation of Business Targets and Approval of the Plan for Dividend Distribution in Cash from Earnings in 2025

Pursuant to the Law on Enterprises No. 59/2020/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on June 17, 2020;

Pursuant to the Articles of Incorporation of the 36 Corporation;

Pursuant to the 2025 business performance of the 36 Corporation;

The Board of Directors respectfully submits to the General Meeting of Shareholders for review and approval the business performance and the profit distribution plan, as follows:

1. Report on the Implementation of 2025 Business Targets:

Unit: VND

No.	Item	Target	Actual
1	Charter Capital	1,037,450,670,000	1,037,450,670,000
2	Total Revenue	1,574,955,241,663	1,984,852,235,677
3	Total Expenses	1,549,623,591,588	1,949,541,332,648
4	Profit Before Tax	25,331,650,075	35,310,903,029
5	Profit After Tax	20,265,320,060	26,639,984,840
6	ROE (Profit After Tax / Capital)	1.95%	2.57%
7	ROS (Profit After Tax / Revenue)	1.29%	1.34%

2. Report on Appropriations to Funds in 2025 and Plan for Dividend Distribution in Cash from Earnings in 2025

Unit: VND

No.	Item	Amount
1	Profit Before Tax in 2025	35,310,903,029
2a	Current Corporate Income Tax Expense	8,429,599,251

2b	Deferred Corporate Income Tax Expense	241,318,938
3	**Profit After Tax in 2025 (= 1-2a-2b)**	**26,639,984,840**
4	**Appropriations to Funds, including:**	**2,671,952,092**
-	*Bonus and Welfare Fund (10% of Profit After Tax)*	*2,671,952,092*
5	**Remaining Profit After Appropriations (= 3-4)**	**23,968,032,748**
6	**Distribution of Profits in 2025**	**23,968,032,748**
7	**Dividend Payout Ratio**	**2.31%**

The Board of Directors is authorized to determine the record date for the list of shareholders eligible to receive dividends and the payment date for the cash dividend as approved by the General Meeting of Shareholders. The Board of Directors shall also carry out all necessary procedures and tasks to implement the cash dividend distribution in accordance with applicable laws.

Dividend Recipients: Shareholders of record in the shareholder list of the Corporation as of the record date for exercising the right to receive cash dividends.

Method of Payment: Dividends shall be transferred to shareholders' bank accounts registered with the Corporation.

Expected Time of Implementation: Quarter IV of 2026

The Board of Directors respectfully submits to the General Meeting of Shareholders for approval of the cash dividend distribution from retained earnings in 2025.

We respectfully submit the above to the General Meeting of Shareholders for review and approval./.

Recipients:
- Board of Management;
- Secretariat;
- Departments of the Corporation;
- Filing: Office, Shareholder Affairs.

ON BEHALF OF THE BOARD OF DIRECTORS
CHAIRMAN

M.S.D.N: 01...54762
TỔNG CÔNG TY 36-CTCP
P. KIM LIÊN - TP. HÀ NỘI

Nguyen Dang Giap

36 CORPORATION
BOARD OF DIRECTORS

SOCIALIST REPUBLIC OF VIETNAM
Independence - Freedom - Happiness

No.: 05 /TT-HDQT

Hanoi, April 06, 2026

PROPOSAL

On Election of members of the Board of Directors for the new term 2026-2031

To: The General Meeting of Shareholders

Pursuant to the Law on Enterprises No. 59/2020/QH14 passed by the 14th National Assembly of the Socialist Republic of Vietnam on June 17, 2020, and its guiding documents;

Pursuant to the Law on Securities No. 54/2019/QH14 passed by the 14th National Assembly of the Socialist Republic of Vietnam on November 26, 2019, and its guiding documents;

Pursuant to Circular No. 96/2020/TT-BTC dated November 16, 2020, of the Ministry of Finance guiding the disclosure of information on the securities market; No. 155/2020/ND-CP dated December 31, 2020, of the Government detailing the implementation of a number of articles of the Law on Securities;

Pursuant to the Articles of Incorporation of 36 Corporation;

The Board of Directors respectfully submits to the General Meeting of Shareholders for consideration and approval the number, structure and list of candidates for election to the Board of Directors for the 2026-2031 term as follows:

I. Number of members of the Board of Directors: 05 members.

II. List of candidates for the Board of Directors:

Based on the principles of nomination and self-nomination, and the consolidation of application dossiers received from candidates standing for election, the Board of Directors submits to the General Meeting of Shareholders the list of candidates for election to the Board of Directors for the 2026-2031 term as follows:

1. Mr. Nguyen Dang Giap
2. Mr. Vo Van Ba
3. Mr. Vu Xuan Sac - Independent Member of the Board of Directors
4. Mr. Bui Quang Bat
5. Mr. Dang Thanh The

(Attached to this Submission are the personal profiles of the above candidates, which have been posted on the Corporation's website and displayed outside the meeting hall.)

The Board of Directors respectfully submits this to the General Meeting of Shareholders for consideration and approval./.

Recipients:
- As addressed;
- Members of the Board of Directors;
- Board of Management;
- Finance and Accounting Department, Political Department;
- Filing: Labor Organization Department (Shareholder Affairs); Th.

ON BEHALF OF THE BOARD OF DIRECTORS
BOARD MEMBER

M.S.D.N: 0106...
TỔNG CÔNG TY 36-CTCP
P. KIM LIÊN - TP. HÀ NỘI

Nguyen Dang Giap

36 CORPORATION **BOARD OF DIRECTORS**	**SOCIALIST REPUBLIC OF VIETNAM** **Independence - Freedom - Happiness**
No.03 /TT-HDQT	*Hanoi, April 04 , 2026*

PROPOSAL

On finalization of remuneration for the Board of Directors and managers in 2025, and approval of the remuneration payment plan for 2026

To: The General Meeting of Shareholders

Pursuant to the Law on Enterprises No. 59/2020/QH14 passed by the 14th National Assembly of the Socialist Republic of Vietnam on June 17, 2020, and its guiding documents;

Pursuant to the Law on Securities No. 54/2019/QH14 passed by the 14th National Assembly of the Socialist Republic of Vietnam on November 26, 2019, and its guiding documents;

Pursuant to Circular No. 96/2020/TT-BTC dated November 16, 2020, of the Ministry of Finance guiding the disclosure of information on the securities market;

Pursuant to Circular No. 116/2020/TT-BTC dated December 31, 2020, of the Ministry of Finance guiding certain provisions on corporate governance applicable to public companies under Decree No. 155/2020/ND-CP dated December 31, 2020, of the Government detailing the implementation of a number of articles of the Law on Securities;

Pursuant to the Articles of Incorporation of 36 Corporation;

The Board of Directors respectfully reports to the General Meeting of Shareholders as follows:

1. Finalization of remuneration for the Board of Directors and managers in 2025:

1.1 Remuneration for the Board of Directors: VND 840,000,000

(Chairman: VND 20,000,000/month; 3 members: VND 10,000,000/member/month; 1 independent member: VND 20,000,000/member/month)

1.2 Remuneration for managers in 2025: VND 5,620,248,907

2. Proposed remuneration payment plan for the Board of Directors for 2026:

Estimated remuneration for the Board of Directors: VND 960,000,000

(Chairman: VND 20,000,000/month; 2 members: VND 10,000,000/member/month; 1 independent member and 1 non-executive member: VND 20,000,000/member/month)

We respectfully submit this proposal to the General Meeting of Shareholders for review, opinions, and approval./.

Recipients:
- As addressed;
- Members of the Board of Directors;
- Secretariat; Audit Committee;
- Board of Management;
- Filing: Labor Organization Department (Shareholder Affairs); Th.

ON BEHALF OF THE BOARD OF DIRECTORS
BOARD MEMBER

M.S.D.N: 0100108476
TỔNG
CÔNG TY
36-CTCP
P. KIM LIÊN - TP. HÀ NỘI

Nguyen Dang Giap

36 CORPORATION
AUDIT COMMITTEE

SOCIALIST REPUBLIC OF VIETNAM
Independence - Freedom - Happiness

No.: 06 /TTr-UBKT

Hanoi, April 06 2026

PROPOSAL

Re.: Selection of an audit firm for the 2026 Financial Statements

To: The General Meeting of Shareholders of 36 Corporation

Pursuant to the Law on Enterprises No. 59/2020/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on June 17, 2020;

Pursuant to the Articles of Incorporation of 36 Corporation and the Operating Regulations of the Audit Committee under the Board of Directors of 36 Corporation.

The Audit Committee respectfully submits to the General Meeting of Shareholders the proposal on the selection of an independent audit firm for the 2026 financial statements of 36 Corporation, with the following details:

1. Criteria for selecting an independent audit firm

a) A firm legally operating in Vietnam and approved by the State Securities Commission to audit listed companies in 2024;

b) Having experience in auditing public companies in the fields of construction and real estate investment and business;

c) Upholding honesty and professional ethics, having a good reputation for audit quality, and employing highly qualified and experienced auditors;

d) Meeting the requirements of 36 Corporation regarding the audit scope and timeline;

e) Offering a reasonable audit fee commensurate with the quality and scope of the audit.

2. Opinion on the selection of independent audit firms

In 2025, the Board of Directors of the Corporation entered into a contract with **AASC Auditing Firm Company Limited** to audit the financial statements. This firm successfully fulfilled its duties as agreed in the contract.

To select an independent auditor for the 2026 financial statements, the Audit Committee respectfully proposes that the General Meeting of Shareholders authorize the Board of Directors to select an independent audit firm to conduct the review and audit of the 2026 financial statements.

We respectfully submit this proposal to General Meeting of Shareholders for consideration and approval./.

Thanks and best regards!

Recipients:
- *General Meeting of Shareholders*
- Chairman of the Board of Directors (for reporting);
- Board of Management;
- Secretariat;
- Labor Organization Department and Finance & Accounting Department;
- Filing: Archives; Audit Committee (10 copies).

FOR THE AUDIT COMMITTEE
CHAIRMAN

M.S.D.N: 0105454762
TỔNG CÔNG TY 36-CTCP
P. KIM LIÊN - TP. HÀ NỘI

Dang Thanh The

TỔNG CÔNG TY 36-CTCP

Digitally signed by TỔNG CÔNG TY 36-CTCP
DN: C=VN, S=Hà Nội, O=TỔNG CÔNG TY 36-CTCP, CN=TỔNG CÔNG TY 36-CTCP, OID.0.9.2342.19200300.100.1.1=MST:0105454762
Reason: I am the author of this document
Location: your signing location here
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